



Third Ward Urban Redevelopment Plan



April 2005

Mayor
Bill White

City Controller
Annise D. Parker

City Council Members

Toni Lawrence, District A
Carol Mims Galloway, District B
Mark Goldberg, District C
Ada Edwards, District D
Addie Wiseman, District E
M.J. Khan, District F
Pam Holm, District G

Adrian Garcia, District H
Carol Alvarado, District I
Mark Ellis, At-Large Position 1
Gordon Quan, At-Large Position 2
Shelley Sekula-Gibbs, M.D., At-Large Position 3
Ronald C. Green, At-Large Position 4
Michael Berry, At-Large Position 5

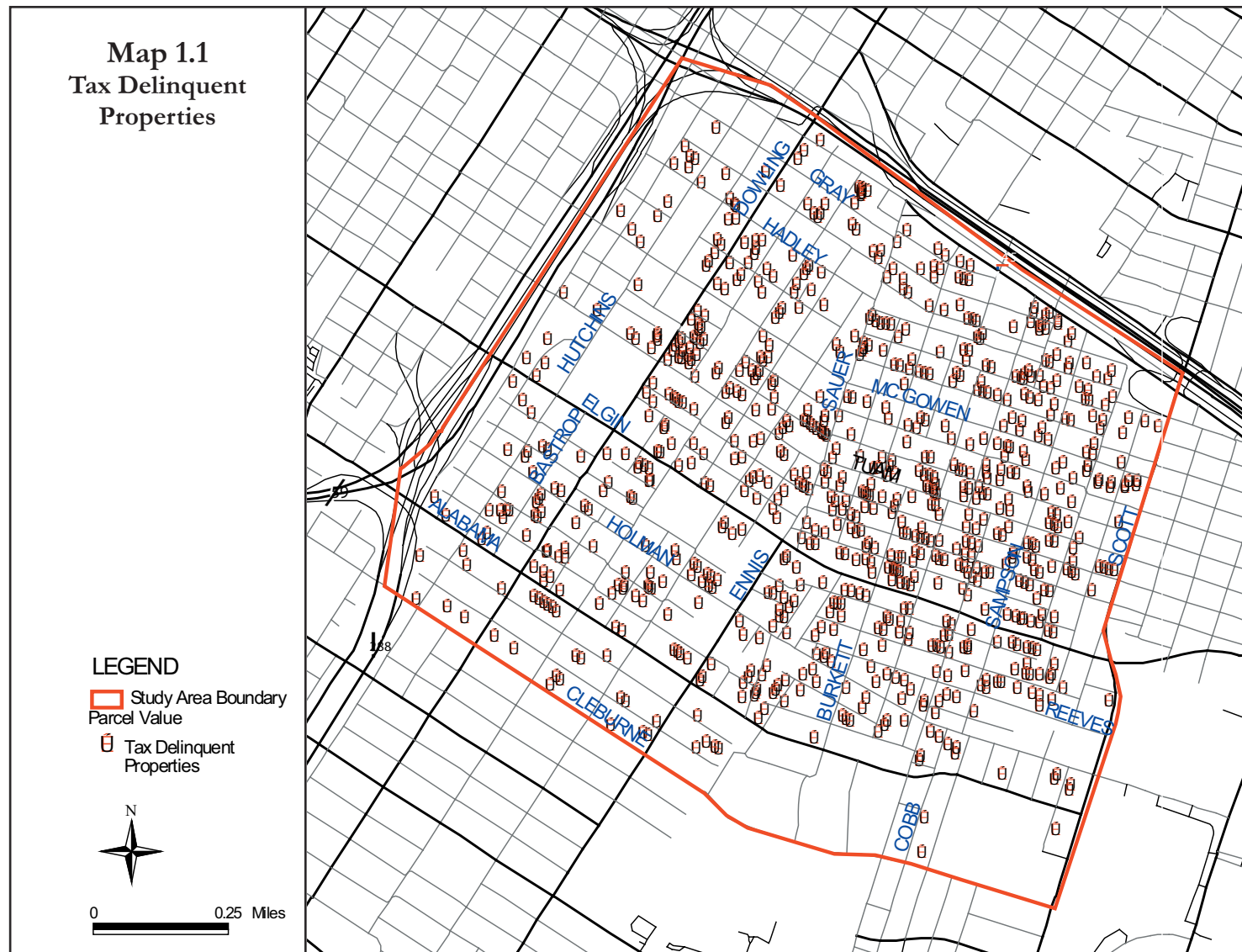
LARA Board Members

Name	Appointed By
David Collins, Chair	City Mayor
Yolanda Black Navarro	City Mayor
Dr. Bruce Leslie	City Mayor
Edward Loche	City Mayor
Teresa Morales	City Mayor
Cheryl Armitige	City Council
Jolanda Jones	City Council

Name	Appointed By
Tyrone Dorian	Harris County
Antoinette Jackson	Harris County
Jeremy Ratcliff	Harris County
James Harrison, III	HISD
Reginald Adams, President	HISD
Raymond Fisher	HISD

Project Overview

LARA receives tax delinquent land through the foreclosure process and conveys that land to non-profit corporations and others in



Community Analysis

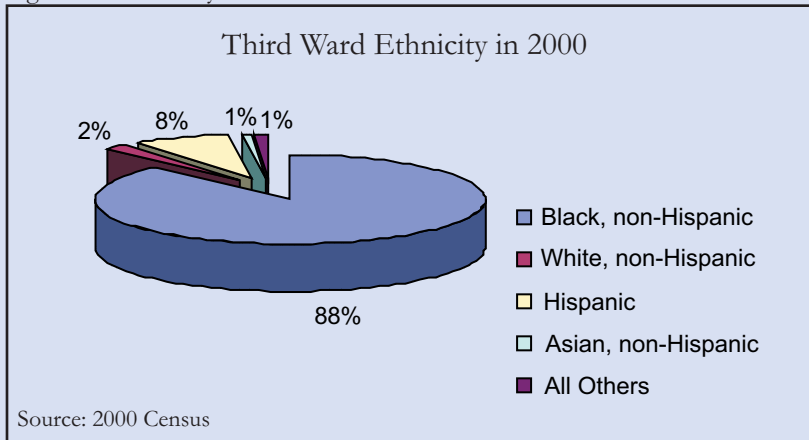
Population/Age

Within the study area boundaries, the 2000 Census reported the population to be 9,364. Of householders, 20 percent were between the ages of 15 and 25, 45 percent were between the ages of 35 and 59, and 35 percent were 60 years or older.

Race/Ethnicity

The Third Ward is historically, and remains today, a predominately African-American community. African-Americans make up 88 percent of the population. Hispanics comprise eight percent of the population and all other groups represent four percent.

Figure 2.1 Ethnicity in 2000



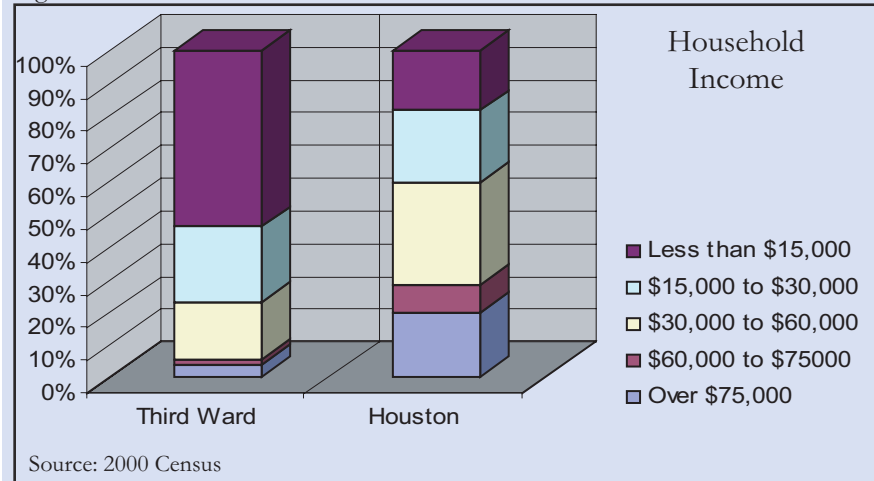
Household Income

The Third Ward is a relatively poor neighborhood compared to the City as a whole.

- The 2000 median income of households (\$14,724) for the study area is significantly lower than the median income for the City of Houston households (\$36,616).

- More than half of households (54%) earned less than \$15,000 a year. This is almost triple the percentage of households in this income category citywide (18%).

Figure 2.2 Household Income 2000



Housing

The Third Ward is an older neighborhood with housing stock that was generally constructed more than 50 years ago. Renters occupy the majority of homes and a high percentage of homes are abandoned.

- There are 4,485 housing units in the Third Ward study area, of which 19 percent are vacant. The vacancy rate is more than double the rate for the entire city (8%).
- The Third Ward study area has a high renter rate of 79 percent. Conversely, only 21 percent of the homes in the neighborhood are owner-occupied, which is half the rate for the City (46%).

- Most of the homeowners (50%) are over the age of 55, while nearly 70 percent of the renters are under the age of 55.
- Between 2000 and 2003, only 22 permits for new homes have been issued. In contrast, during this time, 95 structures were demolished.
- Nearly 5 percent of the structures lack plumbing and kitchen facilities, which is higher than the city rate of 1.1 percent.

Land Use

A significant portion (44%) of land in the study area is single family residential. Only 6 percent of the land is used for commercial uses. The high percentage of land being used for institutional use (18%) is attributed to the fact that the University of Houston's main campus and Texas Southern University are both located in the Third Ward area.

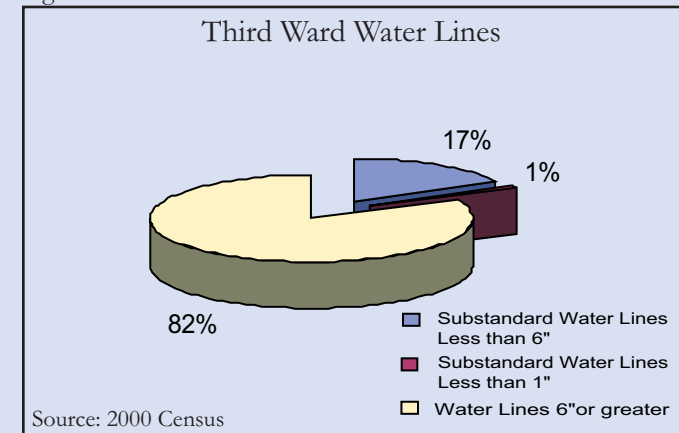


Mayor Bill White speaks about affordable housing issues.

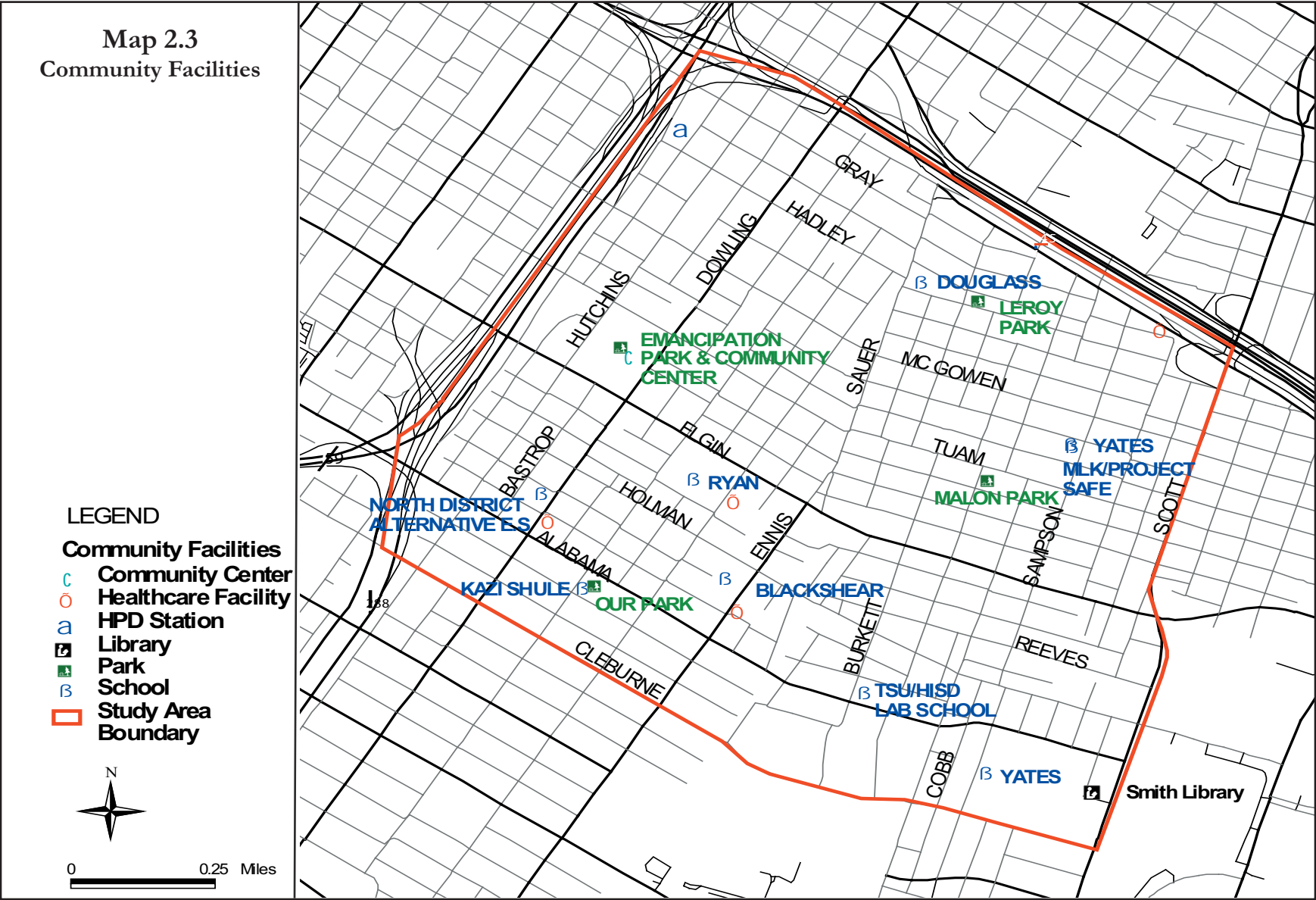
Infrastructure

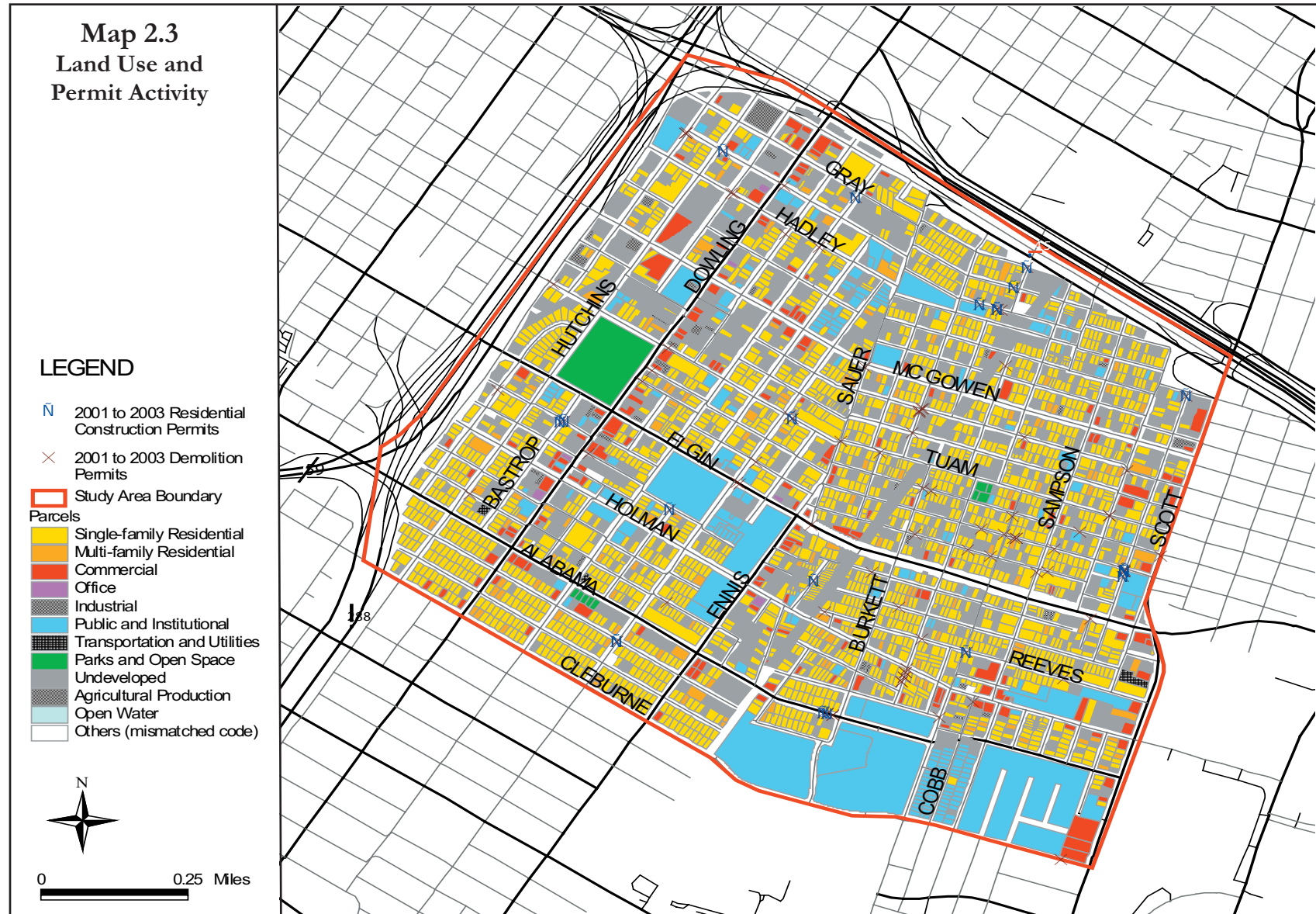
A significant percentage (17%) of the water lines in the neighborhood is less than 6 inches and thus considered substandard. See Figure 2.3.

Figure 2.3 Third Ward Water Lines



Planning and Development Director Bob Litke answers questions from participants.





Urban Redevelopment Plan

Planning Process

Under the direction of the Land Assemblage Redevelopment Authority (LARA), the City of Houston Planning and Development Department (P&D) hosted a series of community workshops to develop an Urban Redevelopment Plan. The workshops were organized to educate attendees about affordable housing issues and to gather information about their community design preferences. A community preference survey was developed to gather and evaluate the community's preferences on design issues, such as density, setback, lot size, parking access, building materials, and income ranges. All design issues relate directly to the type of housing the community would like to see developed in the community.

The Third Ward workshops were held at the Judson Robinson, Jr. Community Center located at 2020 Hermann Drive. To ensure as many community residents as possible could attend, P&D conducted three workshops. The workshops were held Saturday, June 12, Tuesday, July 20 and Saturday, October 30, 2004.

P&D staff utilized numerous venues to outreach to the community regarding the meetings. Notices were sent to community civic organizations, churches, and non-profits via mail-outs, poster/flyers, email, Internet, electronic news media, radio, television and newsprint. The LARA board members played an active role by distributing fliers, contacting organizations, distributing press releases and appearing on several radio programs. The offices of Council Member Ada Edwards, District D, Council Member Carol Alvarado, District I, and all at-large Council Member offices were also recruited to further publicize the workshops. This participation underscores the LARA board's belief that only a plan that is supported by the community can be successful.

At the first workshop, 115 community attendees listened as Mayor Bill White, LARA board members, Robert Litke, P&D Director, and other P&D staff discussed the creation of LARA and affordable housing issues. Approximately 50 attended the second workshop and 155 attended the third. A total of 138 completed surveys were collected from all workshops. The results collected from all surveys are documented in the following design preference and prototypical site development. Staff incorporated elements from existing community plans into the document as well. See **Community Involvement and Existing Community Plans**, page 14, for a listing of those plans.

On Saturday, January 22, 2005, an open house workshop was held to allow the community to review the draft plan and make comments. One-hundred persons attended this session. The draft was also posted on the Planning and Development Department's website. LARA approved the plan on April 15, 2005.

Community Involvement & Existing Community Plans

Over the past ten years, various community plans have been developed in the Fifth Ward to influence development in housing, economic development, safety, health and human services, parks and recreation, and infrastructure. These plans were developed for or by civic related non-profits, community development corporations, and religious based organizations. Below is a list of publications by the Planning and Development Department (P&D) or outside organizations independent of the City of Houston that were produced to influence and guide redevelopment activity.

- ***Neighborhood Profile for the Third Ward***

In July of 1994, the City of Houston's Department of Planning of Planning and Development (P&D) produced a *Neighborhood Profile for the Third Ward* that examined neighborhood characteristics including demographics, land use, housing stock and existing infrastructure.

- ***Redevelopment in a Third Ward Neighborhood***

Also in 1994, P&D completed a development study for five potential redevelopment sites along Dowling Street in Northwestern Third Ward. This document entitled, *Redevelopment In A Third Ward Neighborhood*, established a two-part process to target properties well suited for the development of affordable housing.

Part One of the document assessed neighborhood characteristics including land use, demographics, existing neighborhood facilities and strength, infrastructure capacity, tax delinquency, and physical conditions. Part Two analyzed five sites within the target area, and provided a matrix of indicators impediments and constraints were identified. Preliminary cost estimates were

generated to approximate the financial commitment needed to make the sites developable.

- ***The Greater Third Ward Community Plan***

In July 1995, *The Greater Third Ward Community Plan* was produced for the Third Ward Redevelopment Council (TWRC). TWRC is a nonprofit, tax-exempt coalition of individuals, businesses, and organizations with a stake in the future of the greater Third Ward community. Its mission is to serve as an information clearinghouse and planning and coordinating body for the revitalization of the community.

The purpose of *The Greater Third Ward Community Plan* is to “serve as a guide for civic clubs, block clubs, neighborhood associations, community development corporations, churches, and others seeking to preserve, stabilize and revitalize the Greater Third Ward.” The plan was prepared by Roberta F. Burroughs, Decision Information Resources, Inc., Sara Jane White, AICP, Inc., Terra Associates, Inc., and Austin E. Penny and Associates.

- ***Third Ward Redevelopment Project***

In September 1996, P&D published the *Third Ward Redevelopment Project*. The analyses contained in the plan included the inventory of acquirable parcels of vacant land, distressed structures and tax delinquent properties. Community-identified neighborhood assets that could serve as a basis from which to build a vital and vibrant neighborhood were identified, and the plan identified specific parcels, blocks and larger geographic areas.

- ***Zion's Village Master Plan***

P&D produced the *Zion's Village Master Plan* to provide a logical framework for the redevelopment of Zion's Village into a safe, vibrant neighborhood of residences, businesses, and institutions in September 1999. It describes a unified vision, recommends public facility improvements, and identifies appropriate land uses and development characteristics. The recommendations are flexible and allow for a range of development scenarios while providing enough certainty and predictability to encourage private investment.

- ***Eastside Village***

In September 1997, The Planning and Development Department produced a plan entitled, *Eastside Village*, for the Southeast Houston Community Development Corporation. This targeted plan outlines a strategy for redevelopment looking at the existing physical conditions and issues within the boundary. The goal was to attract new residents and generate economic investment and physical development while integrating new and old residents together.



Director, Robert Litke leads discussion on LARA.



Workshop participant takes a look at LARA survey results.

Educational Component

As part of a grassroots effort to identify neighborhood preferences in revitalization through the creating of affordable housing on tax-delinquent properties, the City of Houston conducted three community workshops and open houses in Summer and Fall 2004. Over 320 area residents, businesses, civic organizations, faith-based organizations and elected officials participated in this effort. The workshops accomplished two major goals:

(1) Creating a heightened awareness about affordable housing

The City of Houston Planning and Development staff led the discussion about defining “affordable housing” by focusing on income levels of families, percentage of income available for housing costs and housing prices. In addition, the discussion explored how density of development affects affordability of housing and how individual design elements of homes contribute to the walkability of a neighborhood.

Key points:

- Generally, a household spending more than 30% of its gross income on housing costs is considered to have a “housing cost burden”.
- In 2004, annual median family income for the City of Houston was \$61,000. U.S. Department of Housing and Urban Development establishes income thresholds that classify families as low income (80% of median income / \$48,800), very low-income (50% of median income / \$30,500), and extremely low-income (30% of median income / \$18,300).
- Based on typical mortgage financing practices, the maximum housing price that low-income families can afford is \$130,000; very low-income families can

afford a maximum of \$85,500; and, extremely low-income families can afford a maximum of \$50,000. (See Appendix B for a full listing.)

(2) Collecting preferences about neighborhood design

Planning and Development staff administered a survey (see Appendix A) to identify the community’s preferences in design as well as density of redevelopment in both residential areas and commercial corridors. About 140 participants expressed their preferences on:

1. Land Use: Single-family, multi-family, mixed use, commercial, parks and open spaces.

Density of development along commercial corridors

- Low density: Mostly small businesses scattered with single-family homes and apartments/townhomes along major streets.
- Medium density: Medium to small businesses along the major streets surrounded by a couple of blocks of apartments/townhomes.
- High Density: Mostly large to medium sized businesses along major streets surrounded by several residential blocks of apartments/townhomes.

2. Lot Size

- Low Density: 50-foot wide lots. About 5 units/acre, auto-oriented neighborhood with high development costs and housing prices.
- Medium Density: 25-foot wide lots. About 10 units/acre, pedestrian oriented neighborhood with reduced costs of development and lower housing prices.

- High Density: Less than 25-foot wide lots. About 20 units/acre, compact walkable neighborhood with significantly more housing units and reduced housing prices.

3. Setback

- 25-Foot: Suburban character
- 10-Foot: Mostly urban character
- 5-Foot: Urban character

4. Parking Access

- Front: Auto-dominated streets with frequent curb cuts along sidewalks and parking garages visible from the street.
- Side: Auto-oriented environment with a driveway and the garage to the rear of the property.
- Rear Alley: Pedestrian oriented streets with continuous sidewalks and enhanced walkability with parking accessible via an alley.

5. Building Materials

- Brick: Most expensive
- Tin: Moderately expensive
- Wood/Hardiplank: Least expensive



Third Ward residents attend one of many workshops for LARA.

Design Preference Survey

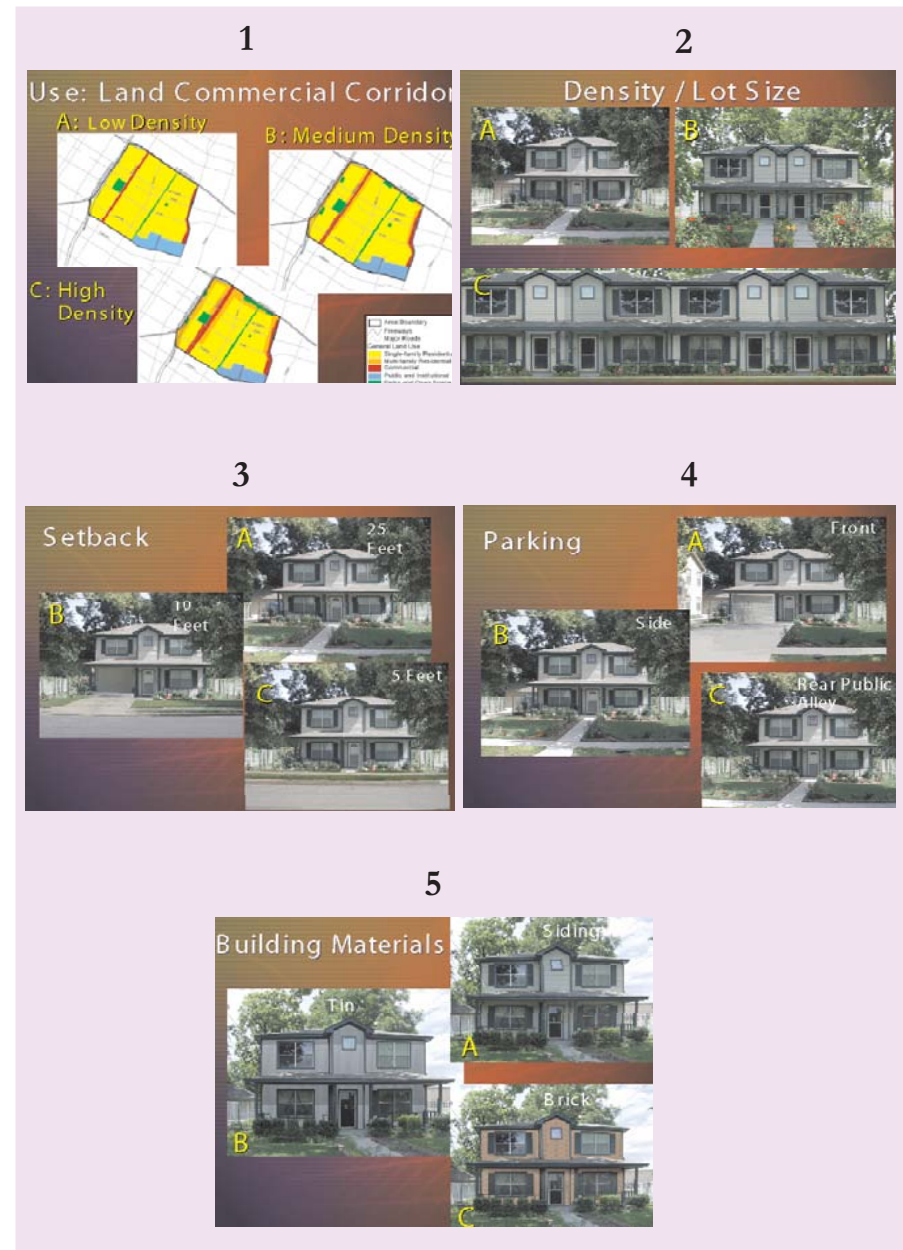
A Community preference survey was administered during each public workshop conducted by the Planning and Development Department staff. These surveys were designed to provide insight into residents' and stakeholders' attitudes, opinions and perceptions about types of redevelopment.

The Planning and Development staff gave an educational presentation at each workshop that provided:

1. information about LARA's history and goals, and
2. an introduction to and explanation of design and redevelopment concepts, such as density, setback and the overall appearance of development.

The community was encouraged to answer the survey questions immediately after the presentations. Staff was available to answer questions related to the survey and provide assistance.

Over 320 people attended the three workshops. One hundred and thirty-eight surveys were returned representing 43 percent of those in attendance. The survey presented various design scenarios related to different categories (land use, lot size, setback, parking access and building materials). Citizens were asked to rank each of the scenarios identifying their first, second and third choices. A copy of the survey and a summary of the results are included in **Appendix A**.

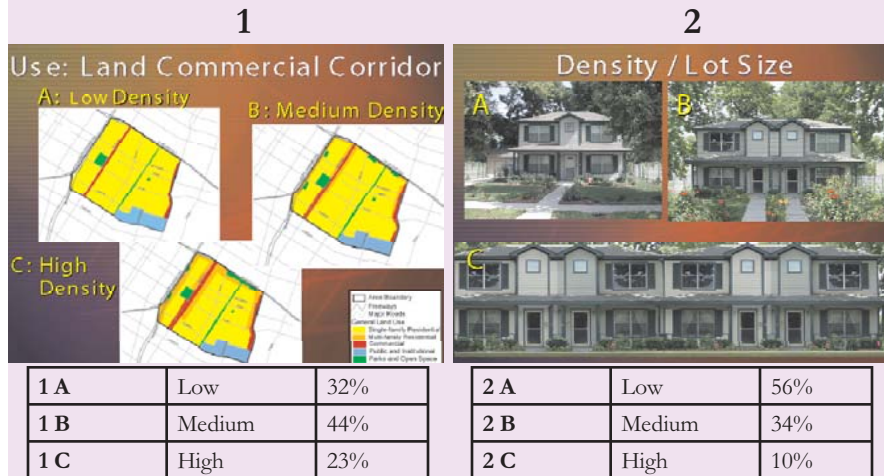


Design Preference Survey Results

The following results were collected from all respondents based on the 81 surveys gathered from the three workshops. The community preferred:

- Medium density for overall land use
- Lot sizes that were 50-feet in width
- Setbacks that were 25-feet from the city right-of-way
- Parking garages that were located in the rear and accessed from the side
- Exterior siding composed of brick

After compiling the majority responses in each category, the staff designed a prototype based on the community's preferences. See the **Prototypical Site Development** section on page 20. The actual percentages are as follows:



3



3 A	25-Foot	59%
3 B	10-Foot	27%
3 C	5-Foot	14%

4



4 A	Front	28%
4 B	Side	51%
4 C	Rear	21%

5



5 A	Wood/Hardiplank	28%
5 B	Tin Materials	51%
5 C	Brick Materials	21%

Prototypical Site Development

The prototypical site development is based on the first preference responses from the community preference surveys. One unusual aspect of the survey results is the community's selection of medium density for land use along the commercial corridor which is inconsistent with their other low density preferences selected (50-foot lot size and side access to parking). A medium density neighborhood would call for more townhouses, duplexes and/or apartments than single-family units and would use rear or front parking. A neighborhood made up of mostly 50-foot wide lots would tend to support a low-density neighborhood.

The prototypical land use design takes these aspects into consideration and translates these preferences into a visual map that displays more multi-family and commercial development along the Dowling and Scott major thoroughfares. See **Map 3.1 Prototypical Survey Preferences**. This allows the interior of neighborhoods to develop in a low-density style with the majority of the lots developed as single-family units on 50-foot wide lots.

As the neighborhood continues to develop, housing on smaller than 50-foot wide lots could be built around the major corridors. This would include townhouses, patio homes, loft units, contemporary row houses, triplexes, quadraplexes, apartments or a combination of any number of these. This is represented on the land use map by the orange color. See **Map 3.1 Prototypical Survey Preferences**. Single-family units on 50-foot wide lots are represented on the land use map by the yellow color. Red represents commercial development located on major thoroughfares.

1. Land Use/Commercial Corridor: Medium Density

Medium density preference means small to medium sized businesses should develop along the Third Ward's main circulation corridors – Scott and Dowling Streets. As recommended in previous community plans, mixed-use structures with ground level retail and upper level residential uses provide cost-effective, affordable housing, increased security and increased density for a walkable environment for community residents.

Beyond the main circulation corridors, higher density multi-family residences (town homes and duplexes) should only be built within one to two blocks of the major thoroughfares. Beyond that, the area should remain primarily single-family homes.

New single-family homes should be compatible in scale, setback and exterior materials to the existing fabric of the neighborhood. The first preference of those surveyed was primarily single-family homes on 50-foot wide lots with side access to a garage or carport at the rear of the property.

2. Lot size: Low Density

A low-density neighborhood is made up of mostly 50-foot wide lots and would tend to be auto-oriented.

3. Setback: 25-Foot

The front setbacks should offer an opportunity to create outdoor room and encourage interaction between neighbors as well as adding to neighborhood security. Setbacks should remain consistent with the existing setback conditions in the Third Ward.

4. Parking Access: Side Access

Parking to the rear of the property with driveways on the side keeps car noise and maintenance behind the residence and is aesthetically appealing viewed from the street. The longer driveway, however, reduces the width, and therefore, the size in which the home may be constructed.

5. Building Material: Brick

New building designs should be built with materials compatible to the existing fabric of the neighborhood. Brick is the preferred material for new and renovated residential structures. To develop affordable homes, placing brick on the front and side façade (visible from the street) and durable and economical Hardiplank on the rest of the exterior is recommended.



Map 3.2 Prototypical Development

**Prototypical Development
Survey Preferences:**

These prototypical illustrations are developed from the first preference results of the community surveys. The community chose the following:

Lot size: 50 Foot

- * Pedestrian oriented
- * 50 foot-wide lots
- * 10 units per acre



Setback: 25 Foot

- * Typical suburban
- * Front and back yard

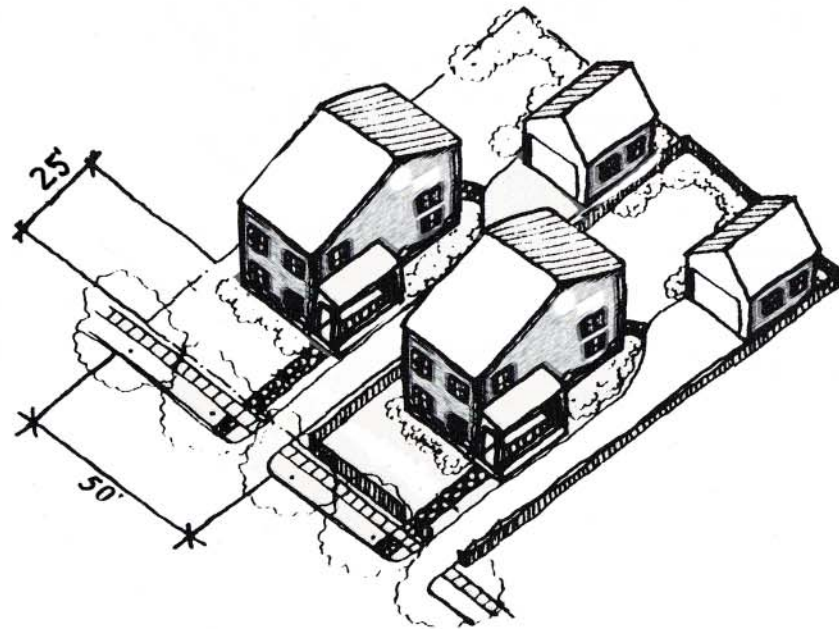


Illustration of typical site layout



- Parking Access: Side Access**
- * Rear parking

Building Material: Brick

- * Higher cost
- * Compatible to existing buildings in the neighborhood



Appendices

Appendix A

Community Preference Survey

Community Preference Survey

EXAMPLE

In order to help record your preferences, please rank which type of development shown in the 3 pictures below you prefer on a scale of 1 to 3: 1=first choice, 2 = second choice, 3= third choice.

A. Choice A

Preference

2

←

Second Choice

B. Choice B

Preference

1

←

First Choice

A. Choice A

Preference

3

←

Third Choice

**Your
Ranked
Preferences**

Community Preference Survey

1. Land Use/Commercial Corridor

In order to help record your preferences, please rank which type of development shown in the 3 pictures below you prefer on a scale of 1 to 3: 1 = first choice, 2 = second choice, 3 = third choice.

A. Low Density

- Auto oriented
- Higher costs for development-higher housing price
- 5 units per acres

Preference

B. Medium Density

- Small to medium sized businesses
- 2 blocks of mixed-use apartment/townhomes around commercial & major streets

Preference

C. Higher Density

- Small, medium & large sized businesses
- 3 blocks of mixed-use apartment/townhomes around commercial & major streets

Preference

Commercial Corridor

Commercial Corridor

Commercial Corridor

Community Preference Survey

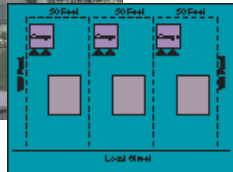
2. Density/Lot Size

In order to help record your preferences, please rank which type of development shown in the 3 pictures below you prefer on a scale of 1 to 3: 1 = first choice, 2 = second choice, 3 = third choice.

A. Low Density

- Auto oriented
- Higher costs for development-higher housing price
- 5 units per acres

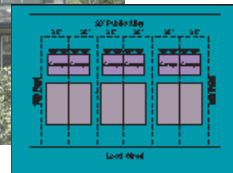
Preference _____



B. Medium Density

- Pedestrian oriented
- Town houses per lot reduces housing price
- 10 units per acre

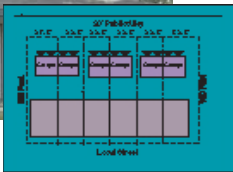
Preference _____



C. Higher Density

- Substantially greater number of units
- More units=lower housing price
- 20 units per acre
- Compact walkable neighborhood

Preference _____



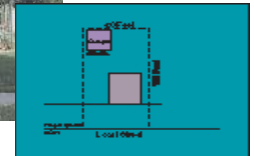
Community Preference Survey

3. Setback

In order to help record your preferences, please rank which type of development shown in the 3 pictures below you prefer on a scale of 1 to 3: 1 = first choice, 2 = second choice, 3 = third choice

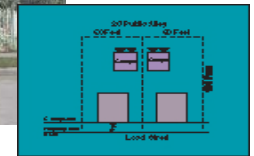
A. 25' Building Line, Typical Suburban and/or Deed Restricted

Preference _____



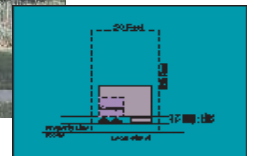
B. 10' Building Line, 17' Front Loading Garage Access

Preference _____



C. 5' Reduced Building Line

Preference _____



Community Preference Survey

4. Parking Access

In order to help record your preferences, please rank which type of development shown in the 3 pictures below you prefer on a scale of 1 to 3: 1 = first choice, 2 = second choice, 3 = third choice.

A. Front Access

Preference _____



B. Side Access

Preference _____



C. Rear 20' Public Alley

Preference _____



Community Preference Survey

5. Building Materials

In order to help record your preferences, please rank which type of development shown in the 3 pictures below you prefer on a scale of 1 to 3: 1 = first choice, 2 = second choice, 3 = third choice.

A. Low Cost - Siding
(Wood, Hardiplank)

Preference _____



B. Medium Cost-Tin

Preference _____



C. Highest Cost-Brick

Preference _____



Community Preference Survey

6. Community Income Mix

In order to help record your preferences, please identify if you would prefer each category to increase, stay the same or decrease by writing in “increase”, “same” or “decrease”.

% of Median Income	Income Level	2000 Percent of Third Ward Families	Future (Write in “Increase”, “Same”, or “Decrease”)
100% and above	\$61,000 and above	13%	
80%	\$48,800	17%	
50%	\$30,500	15%	
30%	\$18,300	55%	

7. Comments

If needed, this section is provided to collect comments regarding the Community Preference Survey.

Community Preference Survey

8. Demographic Questions

1. What is the ZIP Code for your primary place of residence? Enter ZIP Code_____
2. What is your age? (circle one)
 - Under 23
 - 23-35
 - 36-50
 - 51-64
 - 65 and older
3. What is your gender? (circle one)
 - Male
 - Female
4. What is your marital status? (circle one)
 - Married
 - Single/Divorced
 - Widowed/Widower
5. Do you have children under the age of 18? (circle one)
 - Yes
 - No
6. If you are or once were a Third Ward resident, how many years have you lived here? _____ (enter number of years)
 - Circle, if you were never a Third Ward resident

7. If you are not a Third Ward resident, are you interested in purchasing a home or renting in Third Ward? (circle one)
- Interested in purchasing a home in Third Ward
 - Interested in renting in Third Ward
 - Not interested in being a resident in Third Ward
8. If you are interested in purchasing a home in Third Ward, what price range are you considering purchasing? (circle one)
- \$130,000 or Above
 - \$85,000 – \$129,999
 - \$50,000 – \$84,999
 - \$49,999 or Below
9. If you are interested in renting, what price are you able/willing to pay?
- \$700 or Above
 - \$600 – \$699
 - \$400 – \$599
 - \$399 or Below
10. If employed or volunteer, what ZIP code do you work in?
Enter ZIP Code_____
11. Are you a professional in architecture, planning, landscape design, real estate, development, sales/leasing, or property management? (circle one)
- Yes
 - No

Appendix B

Family Household Income Limits

Table B.1

Annual Family Household Income Limits: 2004

Family Size	30% Median (Extremely Low Income)	50% Median (Very Low Income)	80% Median (Low Income)
1	\$12,800	\$21,350	\$34,150
2	\$14,650	\$24,400	\$39,050
3	\$16,450	\$27,450	\$43,900
4	\$18,300	\$30,500	\$48,800
5	\$19,750	\$32,950	\$52,700
6	\$21,250	\$35,400	\$56,600
7	\$22,700	\$37,800	\$60,500
8	\$24,150	\$40,250	\$64,400

Source: 2000 Census

Table B.2

Monthly Family Household Income Limits: 2004

Family Size	30% Median (Extremely Low Income)	50% Median (Very Low Income)	80% Median (Low Income)
1	\$1,066	\$1,779	\$2,845
2	\$1,220	\$2,033	\$3,254
3	\$1,370	\$2,287	\$3,658
4	\$1,525	\$2,541	\$4,066
5	\$1,645	\$2,745	\$4,391
6	\$1,770	\$2,950	\$4,716
7	\$1,891	\$3,150	\$5,041
8	\$2,012	\$3,354	\$5,366

Source: 2000 Census

Appendix C
City of Houston and Harris County Joint Neighborhood
Goals for Urban Redevelopment Projects

**City of Houston and Harris County Joint Neighborhood Goals
for
Urban Redevelopment Projects**

The City of Houston (“the City”) and Harris County (the “County”) have agreed to jointly pursue urban redevelopment projects, such projects, on the City’s part, being a portion of the City’s overall plan for urban redevelopment. The land assemblage program is an important step toward City and County cooperative efforts. In order to ensure the effectiveness of the land assemblage program and direct the work of the Land Assemblage Redevelopment Authority (“Authority”), the City and County agree to certain goals for urban redevelopment projects associated with the Urban Redevelopment Interlocal Agreement (“Agreement”) to which this Exhibit is attached. These goals are herein identified as the Neighborhood Redevelopment Goals.

The overall objective of redevelopment projects in Houston is to assure the maintenance of quality neighborhoods through the revitalization of aging areas and the elimination of slums and blight in order to protect and enhance land values, achieve economic growth and redevelopment and ensure community stability. Redevelopment requires the improvement of critical elements in a neighborhood and the maintenance of those improvements through a sustained partnership of public and private investments. Urban redevelopment plans supporting redevelopment projects generally address a range of issues such as community support, economic development, infrastructure needs and affordable housing.

The key goals of plans include:

- To restrict the use of properties acquired by the Authority for the development of homes which are consistent with the neighborhood redevelopment plan.

- The Small Builder Developer Program – To assemble a cooperative effort between the Authority and single-family housing builders with limited means to strengthen the community’s resource of builders.
- To utilize foreclosed properties in addressing the affordable housing crisis following the flood resulting from Tropical Storm Allison
- Joint cooperation by the City and County to the Agreement in the implementation of redevelopment projects.
- Effective input from neighborhood representatives on the board in the creation and implementation of neighborhood urban redevelopment plans.
- Development of plans and programs that reflect a unified vision of a neighborhood.
- Recognition that neighborhoods in the city vary in their density, geography, history, tradition and demography and that Authority’s redevelopment plans should reflect the special character of a neighborhood.
- Creation of opportunities for the development of affordable single and multi-family housing for low and moderate income families, as established by current HUD pricing guidelines.
- Elimination of slums and blight and the stabilization and enhancement of property values in a neighborhood.
- Effective utilization of development tools and a range of public and private programs that together lead to comprehensive redevelopment of a neighborhood.

- Promotion of economic development in direct support of housing to ensure quality of life in revitalized neighborhoods, including institutional input and infrastructure, i.e. neighborhood stores, schools, parks and street improvements.
- Return to productive use of properties that are in long-term tax delinquency and unlikely to be developed, or otherwise maintained, in the absence of public redevelopment planning.
- Return to productive use of properties perceived as brownfields, where possible.
- Integration of neighborhood urban redevelopment plans with the City's Capital Improvements Program and community development block grant (CDBG) funding for projects.

Staff Acknowledgements

Planning and Development Department

Robert M. Litke, Director
Marlene Gafrick, Deputy Director
Mina Gerall, Assistant Director
Kevin Calfee, Administration Manager/Project Supervisor
Lynn Henson, Planner Leader/Project Manager
Bala Balachandran, Administration Manager
Jennifer Ostlind, Division Manager
Rene Martinez, Administration Manager
Karsan Hirani, Planner Leader

Gayatri Anoo, Senior Planner
Eric Laube, Senior Planner
James Nimene, Senior Planner
Donald Perkins, Senior Planner
Shannon Teasley, Senior Planner
Jason Jeffries, Senior Planner
Darlene Weaver, Planner
Mira Washington, Administrative Assistant
Annette Mitchell, Associate Planner

Community Outreach/Workshops

Gilberte Banks, Administrative Associate
Gwen Cox, Administrative Assistant
Matthew Dease, Planner Leader
Julia Gee, Staff Analyst
Wendy Gilmartin, Intern
Donna Hill-Wiley, Webmaster
Stanley Ikpo, Senior Planner
Lydia King, Administrative Assistant

Debra Kirk, Senior Communications Specialist
Gwen Parker, Administrative Associate
Yadhira Quiroz, Administrative Aide
Kelton Sams, Financial Analyst
Anthony Tangwa, Planner Leader
Paul Voltz, Executive Assistant to the Director
Alfonso Watts, Intern